

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

GREENE TWEED & CO

Delaware Valley Industrial Resource Center

Greene, Tweed & Co. Creates Value Through Leadership, Strategy, Culture and Operations

Client Profile:

Green, Tweed & Co., founded in 1863, is a manufacturer of sealing solutions for the aerospace, semiconductor, oil field, fluid handling, and medical markets. The company employs 476 people at its facility in Kulpsville, Pennsylvania.

Situation:

Green, Tweed initiated a project to introduce Lean and Six Sigma concepts and methodologies across the organization in order to create a culture of continual improvement and process ownership. The company contacted the Delaware Valley Industrial Resource Center (DVIRC), a NIST MEP network affiliate, for assistance.

Solution:

DVIRC partnered with Greene, Tweed to tailor and execute an extensive personnel awareness and competency development program centered on Lean thinking and the implementation of the Lean Enterprise. Simultaneously, Tunnell Consulting was utilized to deliver Six Sigma training and Green Belt/Black Belt certification program. A Corporate Lean & Six Sigma (LSS) Steering Team was established (with DVIRC and Tunnel as active members) to guide the overall effort and set objectives and financial goals. The Steering Team planned and delivered a comprehensive Lean education and certification program that provided LSS awareness to all employees (overview), Lean simulation exercises, and hands-on project-based certification programs to select employees. DVIRC assisted Greene, Tweed in the analysis of critical value streams (Value Stream Mapping) to expose and document potential projects to eliminate waste. An organization-wide schedule of certification projects and other high impact projects was planned and executed, including regular Steering Team reviews, expert consulting and guidance by DVIRC/Tunnell, hands-on involvement and visibility by management and steering team members, global communication, and a financial scorecard to track progress. In addition, several full-time LSS positions were created to fully support efforts at each site and across the company. Certification projects were selected for high impact and visibility and implemented. Improvement results and best practices were communicated across the organization.

Results:

- * Realized cost savings of 3 percent.
- * Reduced process waste.
- * Created new jobs.

Testimonial:

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"Applying Lean concepts is a great way to enroll every employee into continual improvement and ownership of the processes they execute or own. The challenges of today's world economy demand that management employs every tool possible to remain competitive. Lean and Six Sigma is the approach we have chosen to extend our product life cycles, delight our ownership and customers, and provide continued employment for our valued employees."

Bob Ellis, Sr. Vice President of Operations